



# **Customer Service Improvement (CSI) Initiative Involvement with Customer Solutions Strategic Committee**

**A.P. Gillison  
5 November 2009**

# Noted Author's Quotes

**"Your **customer** is your paycheck."** Ken Blanchard

**"In order to create a World-Class service organization, you must have a nonnegotiable **standard** at every stage of your customer experience cycle."**  
John R. Di Julius III

**"Quality performance (and **quality service**) starts with a positive attitude!"** Jeffrey Gitomer

**"It needs to be **measurable** to know if you are achieving it."** John R. Di Julius III

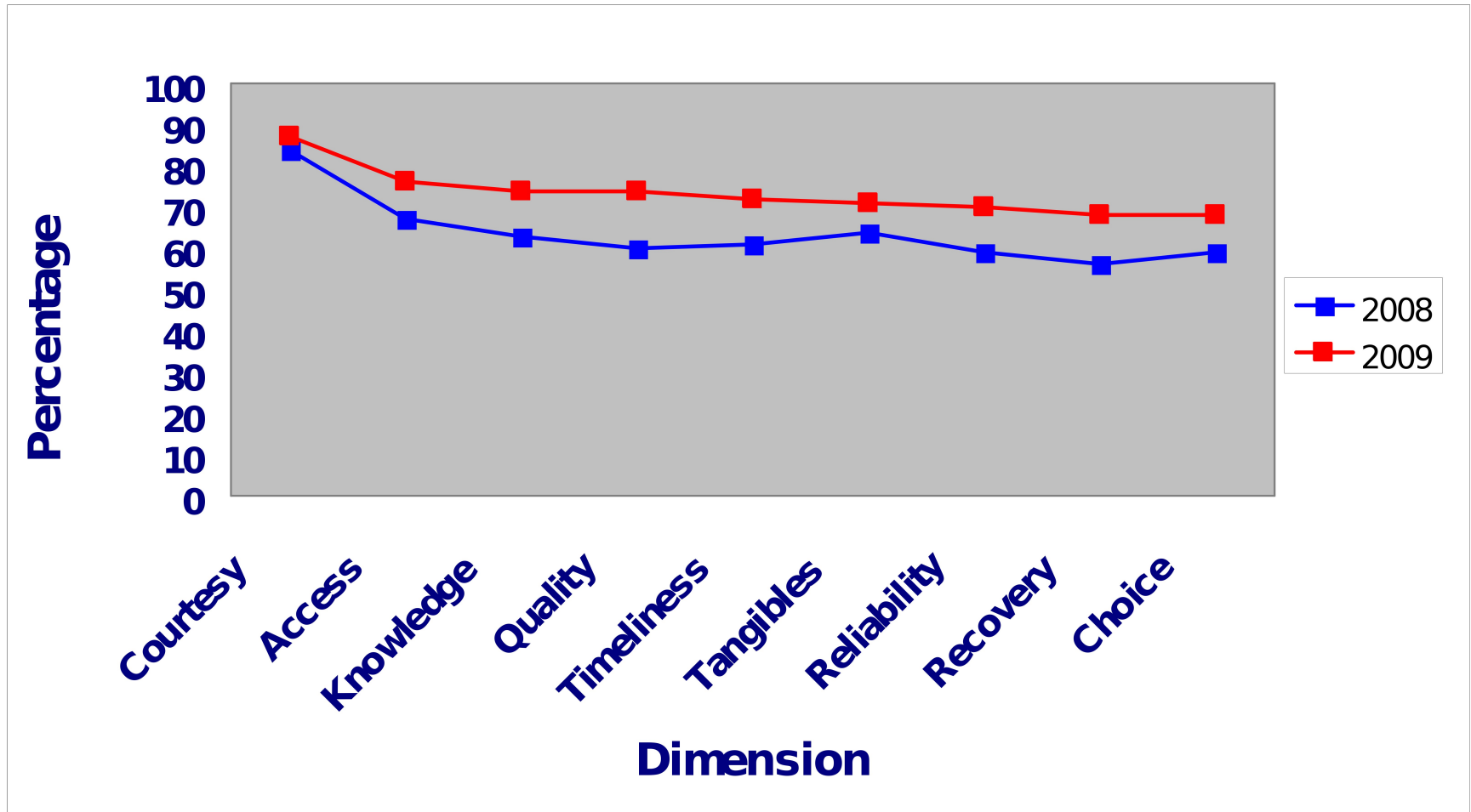
**"Great leaders create **great cultures**..."** John R. Di Julius III

**"**WOW!** is great Service. **WOW!** is what you do for others in an exceptional way."** Jeffrey Gitomer

**"At the core of great customer service organizations . . . is a **training** program that inculcates this into the soul of that company."** Ken Blanchard

**There is no higher level of achievement than **LOYALTY**. Satisfied is the lowest acceptable level.** Jeffrey Gitomer

# Annual Accounting CSS 2008/2009 Comparison

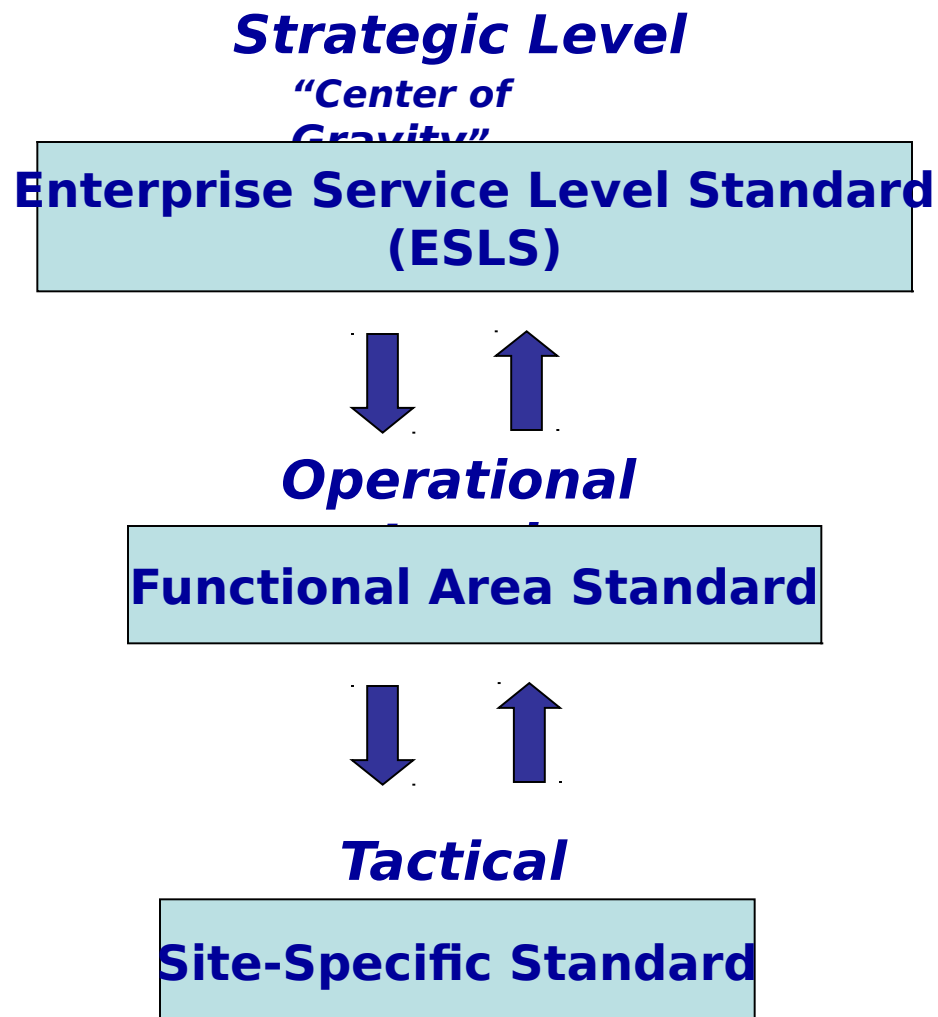


**Major Increase (6% or more) in 8 out of the 9 total dimensions**

**Access, Knowledge, Quality, Timeliness,  
Tangibles, Reliability, Recovery, Choice**

# Enterprise Service Level Standard (ESLS)





## Customer

**DFAS pledges to:**

- ✓ **Deliver first class service and product.**
- ✓ **Treat our customers with respect and professional courtesy**
- ✓ **Provide a consistently positive experience**
- ✓ **Delight the customer**
- ✓ **Earn customer loyalty**



## Communication

### DFAS commits to:

- ✓ **Maintain a trusted relationship with each customer**
- ✓ **Provide accessible and trusted staff**
- ✓ **Use customer feedback to improve service and products**
- ✓ **Promptly respond to customers**
  - **Acknowledge the inquiry**
  - **Provide status updates**
  - **Notify when resolved**



## Quality

### DFAS guarantees:

- ✓ **Courteous, accurate, and prompt service**
- ✓ **Rapid Recovery Rates to improve service and products**
- ✓ **Flexible solutions to unique issues**
- ✓ **A trained workforce committed to first class service**
- ✓ **Best value -- Quality service and products at reasonable cost**





# Enterprise Service Level Standard -

**Includes all measures that are standard throughout the agency**

## ● Examples:

- ✓ Ensure overage invoice goal of no more than 2%

*Unit of Measure:*

- *Equal to/less than 2% - Green*
- *Greater than 2% - Red*

- ✓ Standardized Travel ICE Survey – Recovery Rate

*Unit of Measure:*

- *Equal to/greater than 90% - Green*
- *Equal to/greater than 80%, but less than 90% - Yellow*

- ~~Less than 80% - Red~~

Travel ICE Performance Indicators	
Response to customer submissions requiring resolution within 1 workday of receipt [Recovery Rate]	97%
Resolution of customer issues within 7 workdays of receipt [Recovery Rate]	96%
Average Resolution Time (workdays)	2.71
Positive recognition sent to employee recognized in comment cards* within 7 workdays of receipt	80%

> 7 Days	7 Days	< 7 Days	> 80%	80% - 89%	≤ 90%
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# Enterprise Service Level Standard - Tactical

**Includes measures that are specific to a DFAS site**

## ● **Examples:**

### Cleveland Site-Specific

- ✓ To ensure R&A payees receive their first payment on the 1<sup>st</sup> available pay date

#### *Unit of Measure:*

- *Equal to/greater than 96% - Green*
- *Less than 96%, but equal to/greater than 93% - Yellow*
- *Less than 93% - Red*

### Indianapolis Site-Specific

- ✓ Military Pay Case Resolution within 20 days – Army

#### *Unit of Measure:*

- *Equal to/greater than 99% - Green*
- *Less than 99%, but equal to/greater than 89% - Yellow*
- *Less than 89% - Red*

# **Customer Service Improvement (CSI) Initiative**

# Customer Service Improvement Initiative

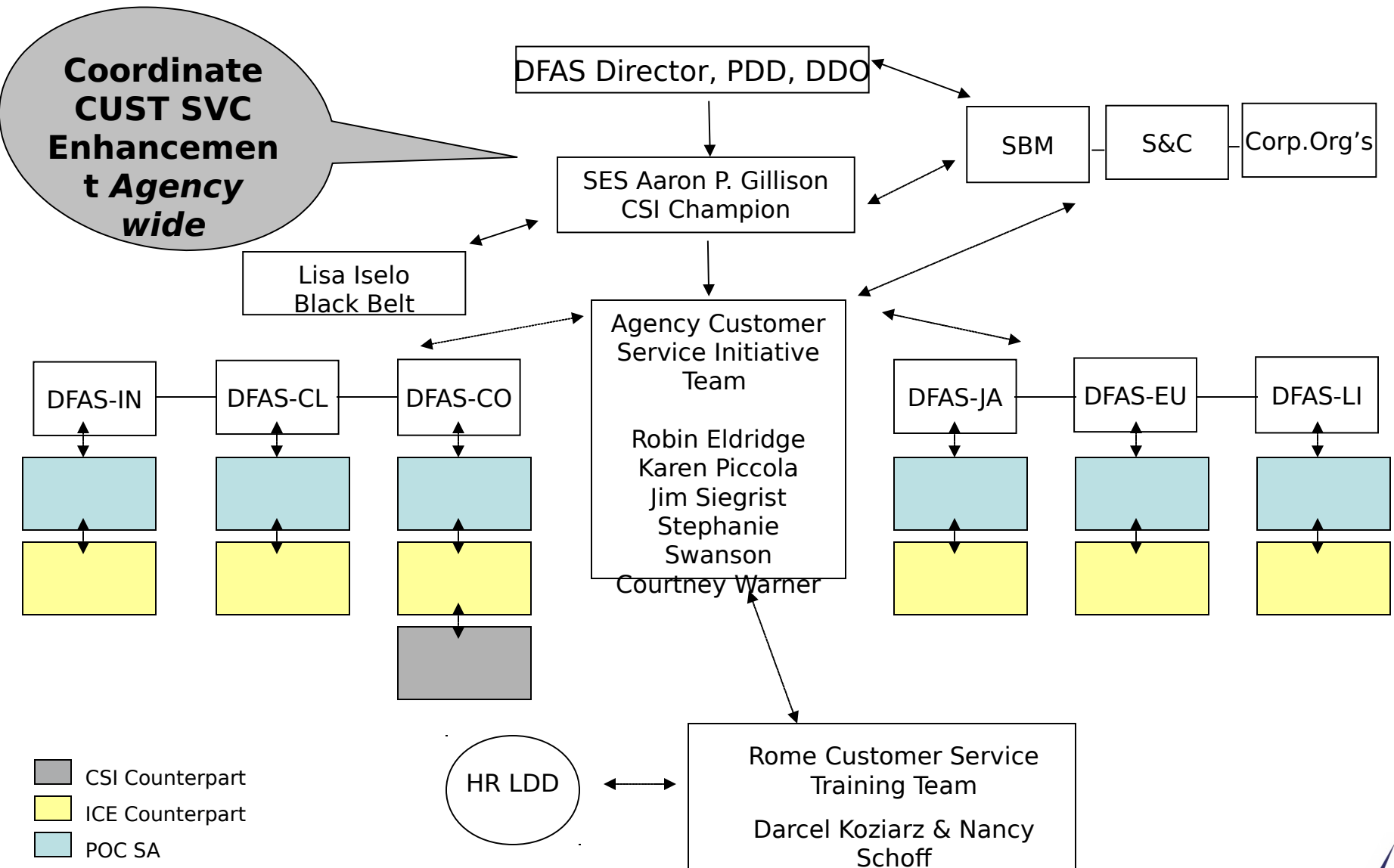
- **Mission:** The DFAS Customer Service Initiative is an agency-wide journey focused on continuously increasing the quality of customer service DFAS provides. Includes inculcating a customer focused culture within the fiber of the entire agency. CSI<sup>2</sup> will increase customer service and product delivery to first class status

- **Desired Results:**



- ✓ Higher Customer Satisfaction Customer Loyalty
- ✓ Enhance collaboration among all DFAS sites and organizations
- ✓ Standardization of service delivery model

# CSI Organization Chart as of 14 Oct 09



# Customer Service Improvement (CSI) Initiative

## ● Accomplishments

- ✓ Deployed and marketed Agency POC tool (collaborated w/ Lean6 team)
- ✓ Developed Command Client Executive POC Directory
- ✓ Developed Customer Touch Point Directory
- ✓ Enhanced & Improved 2009 Annual Customer Service Survey
- ✓ Standardized Accounting Interactive Customer Evaluation (ICE) Survey
- ✓ Created Standard Travel ICE Survey (Rome, Indianapolis, Columbus)
- ✓ Completed Initial Review of Agency Operations ICE Surveys
- ✓ Promoted Customer Service Awareness Training
- ✓ Developed draft Enterprise Service Level Standards
- ✓ Involved in Customer Solutions Strategic Committee

# Way Forward

- ✓ Sustain & Transfer Agency POC Tool
- ✓ Energize connect to the customer project
  - ✓ Enhance workforce awareness of customer mission
  - ✓ Customer displays for all sites
- ✓ Benchmark and study Customer Service Operations
- ✓ Develop Enterprise Service Level Standard at all levels of the agency
- ✓ Deploy soft skill customer service training plan to all sites
- ✓ Support Customer Call Center enhancement (Training & System efforts)
- ✓ Improve 2010 Annual Customer Service Survey
- ✓ Evaluate Adobe capabilities to assist customers with required forms
- ✓ Champion all agency customer service improvement efforts
- ✓ Support Strategic Committee
- ✓ Develop customer service support organization

# Questions





# Backup Slide

# Enterprise Service Level Standard - Strategic



Defense Finance and Accounting Service (DFAS)  
Enterprise Service Level Standard

*Service Excellence*



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## Evolution of the Agency Point of Contact (POC) Tool

2007 OAS Survey (internal employees) comments indicated difficulty in locating appropriate internal POC



Agency POC Tool started as Green Belt Project at DFAS Rome

Team: Sarah Brockner, Joy Fairbank, Jennifer Klis, Lou Ann Parker, Raji Ramineni, Amy Rahn, Christina Utter-Wright  
Deployed at Rome February 2009



2008 Customer Satisfaction Survey comments identified that finding the right agency contact continued to be a concern



Agency POC Tool expanded into a Black Belt Project with the decision to go  
Agency-wide

**WINNER OF THE  
DIRECTOR'S  
BUCKET LIST AWARD**  
*Establishing a culture  
of collaboration*



- What is ICE?
  - Interactive Customer Evaluation
    - Available at [https://ice.disa.mil/index.cfm?fa=ice\\_main](https://ice.disa.mil/index.cfm?fa=ice_main)
- Why use ICE?
  - Provides daily performance indicator and feedback mechanism
  - Provides customers a voice immediately vice annual survey
  - Provides timely visibility of issues and support root cause discovery

# Customer Satisfaction Measures

## Standardized ICE Accounting Survey Responses (Rome)

### Dissatisfied ICE Surveys

12 out of 20 submitted had comments directed to A/P Southwest Asia (SWA) payments

Main issue of concern:

- Timeliness of payment

Direct Relationship

### Overage Statistic Rome CAPSW

As of EOM January - **8.72%**



As of EOM September - **1.43%**

Major contributors to Overage:

SWA IWORR - 15% of total  
SWA PO Log - 20% of total



**Voice of Customer**

### Resulting Actions

- ✓ 2 person team deployed for 2 weeks: Cleared 273 lines Total Reduction \$26
- ✓ 88% decrease of invoices on PO log
  - New Access Database
  - Accountants assisted Mideast Team
  - Weekly Teleconferences with Contracting offices

**Accounting ICE Survey at Rome is proving to be a great source of obtaining pulse of customer throughout the year !**

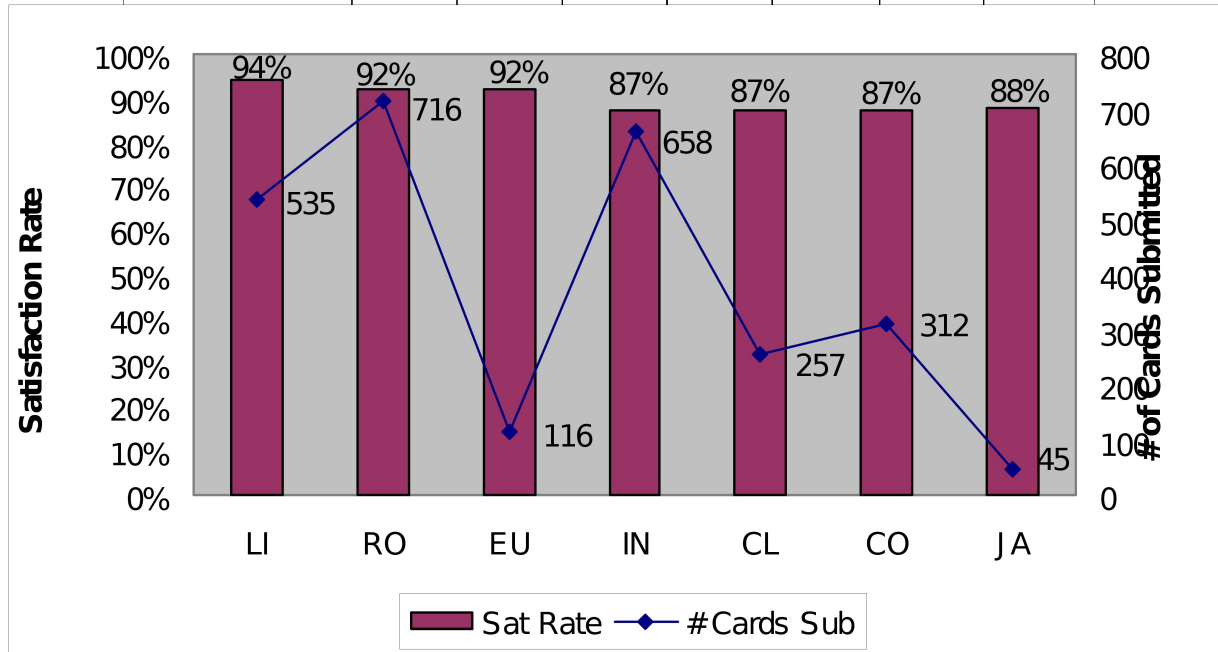
# Customer Satisfaction Measures

## Standardized Accounting ICE Survey

**\*\*Survey link has been added to employees email signature blocks\*\***

Implementation Complete	
Limestone	17 Nov 2008
Rome	12 Jan 2009
Europe	2 Feb 2009
Indianapolis	27 Apr 2009
Cleveland	4 May 2009
Columbus	4 May 2009
Japan	8 Jun 2009

Data from Inception							
Site	LI	RO	EU	IN	CO	CL	JA
Total # of responses	535	716	116	658	312	257	45
Total rate of satisfaction	94%	92%	92%	87%	87%	87%	88%



# Accounting ICE (Data as of 18 Oct 09)

## Top Issues - From Inception 12 Jan - 18 Oct 09

- Southwest Asia backlog identified  
12 related comments

## Rome Accounting ICE Performance Indicators

Standard Accounting ICE Performance Indicators	
Response to customer submissions requiring resolution within 1 workday of receipt [Recovery Rate]	92%
Resolution of customer issues within 7 workdays of receipt [Recovery Rate]	82%
Average Resolution Time (workdays)	4.54
Positive recognition sent to employee recognized in comment cards* within 7 workdays of receipt	91%

< 80%	80% - 89%	≥ 90%
> 7 Days	7 Days	< 7 Days

\*Notification only sent if customer leaves contact information.



**We're always interested in our customers' feedback. Please click on the link and complete a short customer evaluation regarding support provided by DFAS Rome:**

**Rome Accounting ICE**

**EXECUTIVE OFFSITE**

NOVEMBER 4 - 6, 2009

## ICE Accounting Statistics - From Inception 15 Jun - 18 Oct 09

Comment Cards Returned - 716

**92% Satisfaction Rate**

### ICE Category Breakdown:

- ✓ 466 Satisfied
- ✓ 39 Dissatisfied
- ✓ 211 N/A

### Comment Cards Requiring Action:

- ✓ 28 Required Action/Follow-up
- ✓ 28 Resolved (100%)



# Customer Satisfaction Measures

## Travel ICE Survey (Rome)

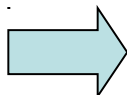
- Distributed through SmartDocs notification twice per week
- Deployed 17 June 2009

**Data as of 18 October 2009**

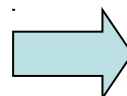
# Surveys Distributed	# Response Received	Response Rate	Satisfaction Rate
85,134	6,554	7.46%	87%

### Main Issues Identified:

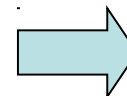
✓ Installation POC's lack knowledge of entitlements



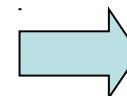
✓ DITY claim processing delays



✓ Insufficient data provided on Advice of Payment (AOP) - Traveler unable to determine what was paid



✓ Returned vouchers/partial payments



### Actions Taken:

✓ Developed standard in-processing briefing and "How to Guide" for preparing a travel voucher

✓ Notified Army Leadership. Army is working to identify root cause of issue

✓ Contacted Standards & Compliance to consider resolution

✓ Changed internal process. Call soldiers. Full review of voucher before returned



# Travel ICE (Data as of 18 October 2009)

## Top Issues - From Inception 15 Jun -18 Oct 09

- DITY claim processing delays  
61 related comments
- Installation POC's lack knowledge of entitlements  
90 related comments
- Insufficient data provided on Advice of Payment (AOP) Traveler unable to determine what was paid  
80 related comments
- Returned vouchers/partial payments

### Travel ICE Performance Indicators

290 related comments

Response to customer submissions requiring resolution within 1 workday of receipt [Recovery Rate]	97%
Resolution of customer issues within 7 workdays of receipt [Recovery Rate]	96%
Average Resolution Time (workdays)	2.71
Positive recognition sent to employee recognized in comment cards* within 7 workdays of receipt	80%

> 80%	80% -	≤ 90%
> 7 Days	7 Days	< 7 Days

\*Notification only sent if customer leaves contact information.

## ICE Travel Statistics - From Inception 15 Jun - 18 Oct 09

Travel ICE Distributed	Comment Cards Returned	Return Rate
85,134	6,554	7.46%

87% Satisfaction Rate

ICE Category Breakdown:

- ✓ 4,125 Satisfied
- ✓ 621 Dissatisfied
- ✓ 1,808 N/A

Comment Cards Requiring Action:

- ✓ 530 Required Action/Follow-up
- ✓ 502 Resolved (95%)

Received SmartDoc Notification of voucher receipt:

- ✓ 71%